

ANNUAL REPORT 2022



Building Momentum

InnerCity Weightlifting
www.innecityweightlifting.org

A Letter From Our CEO



Thanks to your support, to the dedication of our team, trainers, participants, clients, partners, and all of our stakeholders that make up the ICW community, 2022 was an incredible year of growth and impact.

In the past year we:

- 1) Opened our third site, a 12,000 sq ft corporate gym amenity at Southline Boston, allowing us to increase revenue, increase jobs, increase corporate partnerships, while decreasing overhead.
- 2) Set a record, both for internal and external job placements.
- 3) Were cited by MacArthur Genius award-winning economist Raj Chetty in his new research on social capital and economic mobility. The story was featured in NPR's Planet Money, and one of our trainers, Bobby, went on air with Raj on NPR's Radio Boston.
- 4) Through partnerships with CRED and READI, the support of Chicago philanthropists, and the hiring of our Chicago Head Coach, we grew our virtual programming and launched in-person programming in Chicago.

What excites us about scale, however, is not the growth for growth's sake. It's the why and how. When people connect and see each other's shared humanity - what happens in our gyms every day as power dynamics are flipped and social capital is bridged - there is

individual change, there is moral and behavioral change.

When this happens, change isn't focused exclusively on the individual responding to barriers and inequities. Instead, blame is appropriately put on the circumstances. And, responsibility for change is shared among all of us. It's focused on how we value each other, where both parties do what is within our control to live, talk, and act on our collective ideals.

This is our why. It's why we scale. It's why in 2023 we'll be focused on growing the number of training sessions at each site, growing and deepening our corporate training services through annual and semi-annual packaged services tailored to a company's needs.

The more individuals we reach, the more that conversations at home change and our actions to go with it. While systemic change has a long arc, our individual contributions can be immediate. And, the more that social capital is bridged, allowing human networks to center perspective of people closest to the challenges we face, closest to the truth, the more we're able to create the solutions that we as a society deserve.

Thank you for being a part of the ICW community, for the impact you help to make possible.

Sincerely,

Jon Feinman
Founder and CEO



A Letter From Board Member Desmond Patton

I was first introduced to Jon through a colleague at Microsoft Research, in January 2020, who recognized that my research on community-based violence and grief and loss aligned with ICW's mission. From our very first conversation, I was struck by Jon's vision for ICW and his commitment to social justice. His willingness to have difficult conversations around race and inclusion was particularly impressive, and I could tell that he had a deep understanding of the systemic inequities that impact individuals who have been incarcerated. As we continued to talk, I was drawn to ICW's model for providing critical training and support to those reentering society, and I knew that I wanted to get involved.

I am also impressed with the programmatic efforts led by the new Chief Program Officer. Their new initiatives take a whole-person perspective, wrapping critical mental health resources with workforce development skills. Over the past few years, I have been honored to work with Jon, the new Chief Program Officer, the Board, and the team at ICW, and I have been continually impressed by their dedication and impact. Despite the many challenges posed by the pandemic, ICW has continued to grow and achieve its goals, and I am proud to be a part of this important work. I am grateful to my colleague at Microsoft for making the introduction and for recognizing the potential for collaboration between my research and ICW's model.

Desmond Upton Patton, PhD, MSW

Brian and Randi Schwartz University Professor of Social Policy and Communications and PIK Professor
Professor of Psychiatry, Penn Medicine and Children's Hospital of Philadelphia (Secondary)





Our Mission

ICW's mission is to amplify the voice and agency of people who have been most impacted by systemic racism and mass incarceration.

We partner with program participants through case management and careers in and beyond personal training. Individuals are elevated as experts in fitness and the social issues they've lived. ICW is a culture and community in which power dynamics are flipped, social capital is bridged, and new leaders emerge in the fight to combat long-standing inequities.

The Challenge

Systemic Challenges

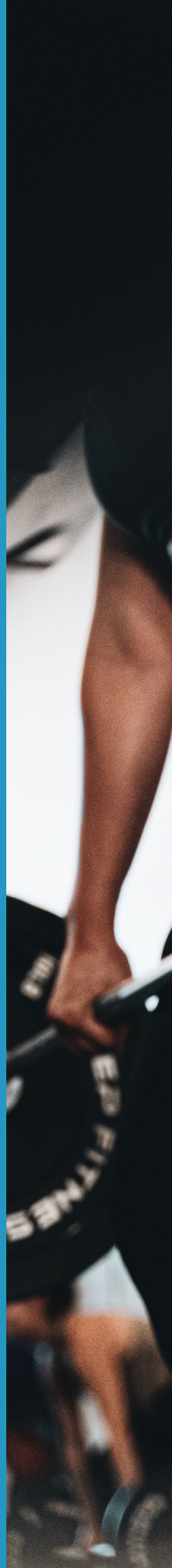
- Labels that devalue people
- Barriers to basic needs, safety, income, mobility, opportunity
- Multi-generational poverty; historically and to present day
- Problematic policy and racism

Increasing Barriers and Problems

- Stigma - labeled a "criminal"
- Fear used to justify mass incarceration and surveillance
- Decreased access to opportunity, safety, and mobility

What the "Streets" Offer

- Love, support, belonging
- Basic needs, safety (perceived), income, mobility, opportunity
- Power/control of immediate surroundings and circumstances
- Rules that make sense and are decided by community
- Methods of survival that society has deemed illegal and which can escalate to violence



Model Overview

The ICW team is working constantly to help participants through the four stage program. We have witnessed the obstacles our participants have and will continue to face, therefore we understand that the process may not be linear. We are not here to solve someone's problem, but will be there for someone as they navigate those challenges.

1 Earn Trust

Participants may visit the gym and are welcomed into the community. This could involve working out with friends & staff or meeting new participants where they are.

2 Build Hope

Participants are given the chance to develop an Individual Advancement Plan (IAP) and are provided with our in-house case management services. Common services include but are not limited to: education, mental health counseling, legal support, housing & food security, and financial training.

3 Bridge Social Capital

Student trainers begin working with personal and corporate training clients. Individuals continue to grow their network and develop their skills and abilities as trainers.

There is a gradual influence from individual, network, community and finally, society, as relationships between trainers and client shift.

4 Economic Mobility

Participants & trainers have held employment for 90+ days and earn over \$30k/year (and sometimes much more!). Individuals may decide to pursue nationally-recognized personal training certifications to train clients beyond ICW.

Theory of Change

Individual

A relationship is formed between trainer & client. Perspectives shift and power dynamics flip.

Network

The client and trainer are valued members of each other's now expanded networks.

Community

Stereotypes fade away as communities become inclusive.

Society

Societal norms shift as communities become inclusive. A sense of belonging is fostered among all.

Growth & Expansion

■ Overview of Strategic Plan // Strengthen our Core

As all gym-goers know, the core is the key to strengthening as a whole. The key pillar of our strategic plan is strengthening our core – growing our community of participants, trainers, clients, staff, and partners.

In 2022, we achieved a record number of job placements at 66 total internal and external placements, exceeding our goal of 50 and representing a 50% increase over 2021. In addition, we supported participants in a record number of personal training certifications (35), both in-house and nationally recognized, and we reached 160 active participants. We strongly believe in maintaining our intensive, personalized case management services for each participant, as quality rather than quantity drives our work.

We believe these numbers can never capture the amount of effort our participants and their families put in as part of the ICW community, and rather show a snapshot of the amount of work needed to promote true economic mobility and societal change.

■ Growth in Boston // Reach & Influence the Entire City

One of the most exciting developments of 2022 was the opening of our third location, ICW Savin Hill. ICW Savin Hill is a corporate gym amenity that we designed and are managing. In this model, we don't pay any rent, and we are still able to charge for our personal training services, which allows us to increase jobs and income for our participants all while reducing overhead costs. Through this model, we are able to increase our capacity to bridge social capital and facilitate connections that transcend cultural norms. Operations at ICW Savin Hill ramped up quickly with new staff members, regular personal training clients, and group workouts.



*ICW Savin Hill gym



ICW Chicago Participants (three most left) with the Gym Manager (right) of local partnered gym



ICW Chicago Participant (left) with Chicago Head Coach, Ike Ajoku (right)

■ Chicago // Prove Scale

This year, we hired Head Coach Ike Ajoku (our first Chicago based employee!) and established an inaugural Advisory Council to guide the development of ICW Chicago. We grew key partnerships, including with Create Real Economic Destiny (CRED) and Rapid Employment And Development Initiative (READI), and are working to secure a physical space to accommodate the growing number of participants – now 75 cumulative participants, including 44 new participants in 2022 alone. Participants have gotten ICW-certified and are taking in-person and virtual clients.



“In the city of Chicago, where you live has an enormous impact on your health. By giving our participants the agency to directly impact not only their health but the health of others, they are able to develop the daily habits and skills that will have a positive impact on their communities. A rising tide lifts all boats.”

-Ike Ajoku, Head Coach, ICW Chicago

“After I leave the gym, I feel like I can take on anything out there.”

-Joseph Thomas, Chicago Participant

Program Data

Participant Data

160

Number of active participants

85%

Percent of participants who avoided recidivism

372

Number of participants since inception

80

Number of new participants

Return on Investment (ROI)

We are proud to announce that in 2022, our ROI increased to 16.5x, or \$31.8M in direct value creation.

When calculating ICW's return on investment (ROI), we consider baseline statistics from over 20 resources including MASSDOC, Vera Institute, National Institute of Justice, among many others. We calculate cost savings by comparing our rates of recidivism to baseline associated costs.

We incorporate our employment value-add by comparing our rates of employment and average earnings to the baseline. We're able to define total value creation produced from capital invested in the program by combining the cost savings from reducing recidivism with the economic benefit of increasing employment rates and average wages.

IAPs & Employment

ICW's case management services are primarily focused on partnering with participants to develop an Individual Advancement Plan (IAP). An IAP is a participant-centered goal that focuses on the individual's short and long-term motivators.

IAPs detail personal, education, and career goals and list the steps that the participant and ICW staff will take to achieve these goals. IAP goals center on actions such as acquiring a physician, health insurance, safe transportation, obtaining an I.D., accessing employment, housing, education, mental health counseling, and legal assistance. Participants lead the conversation and author their own IAPs. In the year of 2022, we continued to deepen our case management approach to capture the achievements of our participants.

589

Number of IAP goals reached

117

Number of participants with IAP goal

\$498,485

\$ wage paid directly to participants

41

Number of external job placements

25

Number of internal job placements

Through our in-house workforce certification program, participants are building the skills and experience needed to become personal training and fitness entrepreneurs. With the inclusion of our social enterprise site, ICW currently has three (3) locations, providing opportunities for employment and the building of social capital with clients and key stakeholders.

ICW is a launchpad for participants to reconnect, re-enter, and rebuild while discovering employment in industries in and beyond personal training and fitness. Our team of Advocates works alongside external job partners to create and ensure pipeline access to gainful employment and career opportunities. Our successes in 2022 include creating pipeline access into the green energy, carpentry/trades union, automotive, hospitality, and customer service.

“ IAPs & Employment

In the Spring of 2022, we had a record number of participants complete their High School Diploma and obtain their HiSet/GED.

“At ICW we recognize the significant barriers that society places on formerly incarcerated individuals. As advocates in this work, our role is to challenge these divides while creating new bridges to entrepreneurship and economic opportunity.”

**Chief Program Officer
Brianna Forde**



“Daiquawn (right) and his teacher (left) on graduation day

Daiquawn has been with ICW since 2019 and brings a contagious energy and smile with him to the gym. While it was never an easy road, Daiquawn, with the support of ICW and his teachers, successfully graduated from Excel High School in South Boston in June of 2022. It brought pride and joy to all of our staff to see 4 of our young people complete their secondary education goals and move closer to economic mobility and other opportunities.



Training Enterprise

We were excited to have the majority of our personal training clients back in our gyms in 2022. Whether it be clients who stuck with us through the pandemic, or those new to the ICW community, we love seeing the gyms (and weights!) up and moving. While it is great to see more people come through the doors, we believe ICW is a special training experience and should not be restricted based on location. Therefore, we will continue to offer virtual training to accommodate individual's accessibility and hopefully meet with more people all over!

8,246

Number of PT sessions in 2022

159

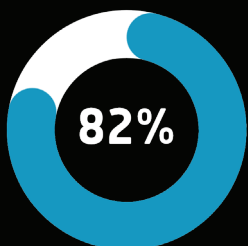
Weekly average PT sessions

158

Number of unique clients

\$91,500

Average annual wages of top social enterprise trainers



82%

Net promoter score (NPS)

■ As important as other metrics is our net promoter score (NPS). Among personal training clients, our NPS is 82%. This speaks to the trust we earn, to the community we all belong to and create at ICW, to the want and drive for deeper impact.

Client Testimonials



TY has not only helped me achieve my training goals, but also he is so supportive, knowledgeable, and encouraging. I have been training with TY since 2016, and our relationship has grown well beyond that of trainer and client. I am so grateful for his friendship!

- Marilyn O.

Joe is a powerful, fast and experienced and well rounded athlete. He has a significant background in boxing, jiu jitsu and weight training. He can advise on lifting and training tips and how to maximize results though precise techniques. He has a careful eye and is quick to correct form to help prevent injury.

-Jeannie S.

Corporate Partnerships

Here at ICW we offer various types of corporate engagement opportunities! Our corporate offerings include workouts, panels, wellness conversations, team bonding events and more. We are happy to host your company in one of our Boston-based locations, provide our services in-person at your office (in Boston or Chicago!) or online in a virtual setting. Our team is always eager to connect with more corporations, to share what ICW is all about.



*Disclaimer: This is not a complete list of all ICW corporate partners.

“

Partnering with InnerCity Weightlifting has been an incredible experience for Ironwood Pharmaceuticals. The workout sessions that Etanis leads for our employees are fun and engaging. They also help us strengthen our diversity, equity, and inclusion culture and inspire our employees to reach their potential. We are proud to support a local Boston business while providing our teams opportunities to improve their well-being.



- Ironwood Pharmaceuticals

Angel has been Sage Therapeutics' ICW trainer since 2020. Since the pandemic started, he leads biweekly remote training sessions putting us through our paces. His workouts include circuits to cover legs, upper body and core with some cardio to wrap things up. These workouts are well liked by the team and personally have helped me immensely building strength and stability for trail running.

The workouts are flexible and Angel provides modifications if one of the trainees has an injury or limitation. The workouts are a good mix of the familiar and new and challenging exercises (although he has a definite liking for burpees and in-place inchworm exercises!!). I greatly enjoy working with Angel and the morning sessions are an important part of my fitness regime.



- Steve Collier, Sage Therapeutics

”

Participant Spotlight

Joseph Irizarry



Born in New York City, Joseph witnessed community and domestic violence at a very young age. He moved to Massachusetts at age 8, where he entered the foster care system.

Throughout his foster care experience, he was physically abused, mistreated, and was used as a child criminal; pressured to fight kids in the neighborhood or steal from local stores. As a result, Joseph became a ward of the state at age 11, was in juvenile custody at age 13, and sent to a house of corrections at age 17.

Being released at age 20 with few resources, Joseph depended on the only resource he knew of: the gang. In 2001, Joseph was convicted and sentenced to 20+ years in prison. He spent those years in federal and state institutions where he committed himself to programming, growing, maturing and furthering his education.

Joseph began working for ICW in 2021 and has made an impact since day one. He actively trains personal and corporate clients and runs classes on a weekly basis. In addition to his passion for fitness, Joseph is also devoted to being a mentor to those who have similar experiences to his own.

We are proud to have Joseph with us as the Assistant Manager of ICW Savin Hill.



“I like working at ICW because it allows me the opportunity to be a mentor to those that come from the same lifestyles that I have lived. I am able to connect with other people around what we all appreciate: fitness, health and lifestyle change.”



“Joseph has been a great addition to the BCG family. He comes prepared to every session ready to give us a good workout with his trusty deck of cards. It’s been a pleasure getting to know Joseph. He brings great energy, encouragement and tunes!”

**- Kasey,
Corporate Training Client (BCG)**

“I’ve only been training with Joseph for a few months but I always look forward to my time with him. His calm and kind demeanor push me to do my best. Days that start with Joseph are better than the days that don’t!”

**- Kate,
Personal Training Client**

Events

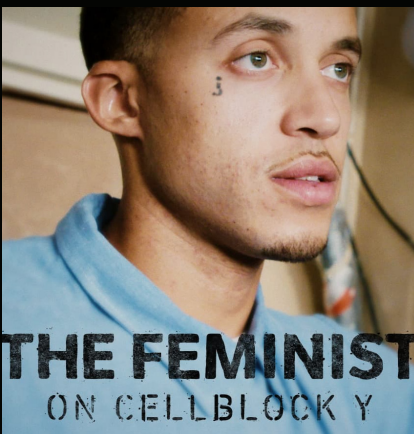
■ Civic Discussions

The Civic Discussion Series is a platform for bridging social capital - outside of the gym. Through raw, unscripted dialogue, ICW participants, trainers, community members, and special guests unpack the challenges related to systemic racism and mass incarceration, through the lens of popular media. It is a platform for the voices of people in our program, as the people most impacted by these hardships. The Civic Discussion Series is in memory of our friend, advocate, and community member, Jay Buchta.



■ Tiziana Dearing

We were proud to welcome Radio Boston host, Tiziana Dearing, to the discussion to speak with our participants about the importance of storytelling. Storytelling is crucial to the work being done by both Tiziana and ICW. Tiziana took the time to ask a few of our participants about their stories and what impact their narrative can have on others.



■ Unlearning Masculinity As We Know It

ICW invited our network to watch the documentary "The Feminist on Cellblock Y," to then discuss the topic of the film: toxic masculinity. While titling this discussion to "unlearn" this behavior, the first step we took was to acknowledge the issue and talk about it. The discussion began by sharing thoughts about the documentary, leading into personal experiences with masculinity and how it has been, or can be, a factor in decision making.

Events



■ Fittest Company Challenge

In 2022, we hosted our 5th Annual Fittest Company Challenge (FCC) back in person for the first time since 2019! The Fittest Company Challenge is a fundraising event that brings together some of our awesome corporate partners, to test their abilities in the gym. We welcomed Suffolk Construction, IR+M, RA Capital, and Novanta into the gym to compete for the title of Fittest Company 2022. Challenges consisted of stations built to test each team's physical and intellectual abilities. The competitions varied from obstacle courses, boxing, weights, endurance and a final competition against the ICW team. The 2022 Fittest Company Champion was Suffolk Construction! Not only were we thrilled to be back in-person, but the event also raised over \$20,000 for ICW. Thank you to all who donated, participated, and made the first Fittest Company Challenge back in person a success!

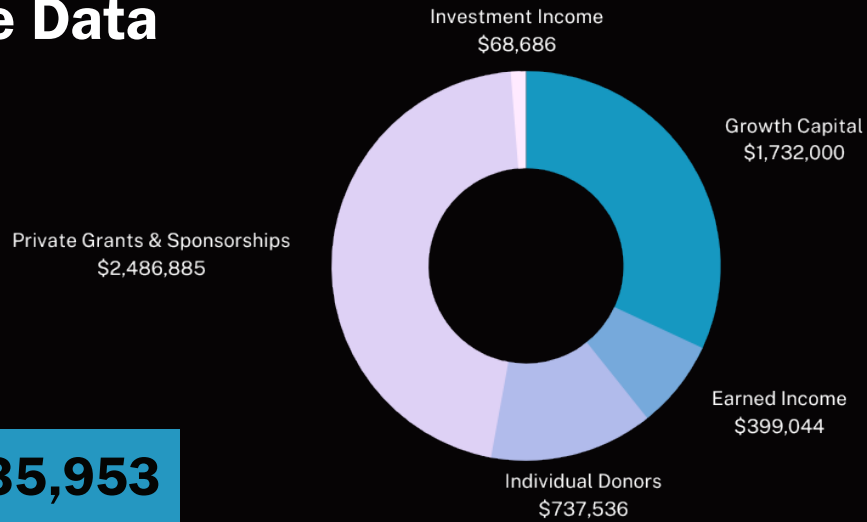


■ Falmouth Road Race

ICW participated in the 50th running of the ASICS Falmouth Road Race for the first time in 2022! The Falmouth Road Race is an annual 7 mile road race from Woods Hole to Falmouth Heights on Cape Cod; proceeds benefiting local charities. We are very thankful to have been a part of this event. We had a total of 10 runners which consisted of ICW staff, clients, and supporters. Our running abilities varied, with some participants finishing at the top of their age group, but our whole team came together to compete and raise \$20,000+ in the process. We are grateful for those who ran on our behalf to support of ICW and our mission, and hope to make the Falmouth Road Race an annual tradition.

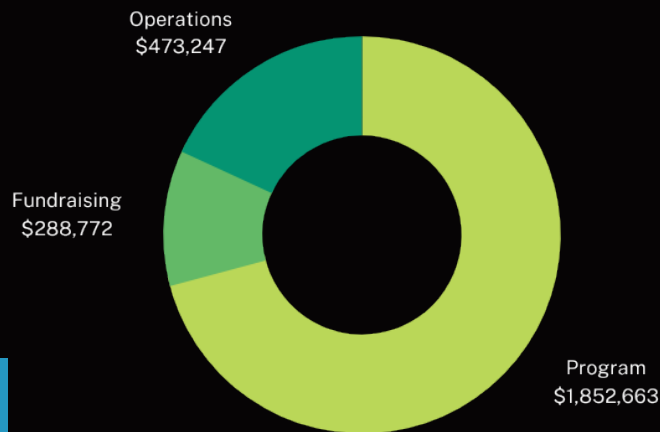
Finance

Revenue Data



Total: \$3,735,953

Expense Data



Total: \$2,614,682

Note: The numbers above were not yet externally audited as of the date of publishing.

2022 Donor List

Game Changers (\$150k+)

2 Anonymous Donors
Takeda
+1 Individual Donor

Champions (\$100k-\$149k)

John Hancock Life Insurance Company
The Lynch Foundation
New England Patriots LLC
REDF
+1 Individual Donor

Sustainers (\$50k-\$99k)

The Baupost Group, LLC
City of Boston
Liberty Mutual Foundation
Nike
State Street Foundation
Suffolk Cares Charitable Foundation
+1 Individual Donor

Lifters (\$10k-\$49k)

Acorn Hill Foundation Inc.
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Gardiner Howland Shaw Foundation
Income Research & Management
MA Executive Office of Health and Human
Services / Boston Public Health Commission
McCall MacBain Foundation
Microsoft
New England BioLabs

New England Revolution Foundation
Niraj & Jill Shah Charitable Fund
NOBULL
Osterman Family Foundation
Perpetual Trust For Charitable Giving, Bank of
America, N.A., Trustee.
REFORM Alliance
Viney Wallach Foundation
+10 Individual Donors

**ICW would like to thank each and every donor or funder
for supporting us while we grow.**

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